





Child Care Program At a Glance

4

Non Profit partner schools providing high quality Early Education to local children

250

Local children of working enrolled in Child Care at our partner schools

85%

Of parents in the Town of Breckenridge work making Child Care vital for parents & their employers

143

Unique Businesses who have employees participating in Tuition Assistance in 2017/2018

10

Is the average number of years in the community for families receiving Tuition Assistance.

59%

Of Families using care are cost burdened by their tuition. These families are eligible for Tuition Assistance

51%

Families surveyed would have to move and leave the community if they could not afford the cost of care.

Child Care History

Accessible and affordable Child Care is a hot topic nation wide. The Town of Breckenridge is taking a proactive approach to meet the needs of local families, and employers by addressing the issue through a variety of tools and strategies.

The town has a long history of being involved with our local child care schools. In the late 80's & 90's the town supported schools though land and capital donations, as the community grew so did the needs of our local work force. By early 2006 we had waiting lists of over 200 children, teachers were cycling through classrooms and leaving their chosen field for jobs that paid more money and schools were holding tuition schedules at low unsustainable rates which mean teachers were being paid low wages, schools were fundraising for operating and the slightest hiccup in our local economy could take the system down.

In the Upper Blue Valley 85% of all parents work which makes child care and all that it entails an important and vital resource for our working families. To address this need, the Town Council formed a Council committee to focus on issues around Child Care and Housing and oversee the development and execution of these programs. This committee then appointed a task force made up of council members, stakeholders from the Child Care Centers including Directors and Board Members as well as leadership from Early Childhood Options. This task force was charged with tackling the issue with the following goals to guide them.

1. Improve accessibility and affordability of quality early child care for local families and workforce.
2. Ensure families are not unduly cost-burdened regardless of their income and amount of care they use.
3. Help Centers achieve sustainable budgets, provide quality care, maintain sufficient reserves, and while retaining and compensating teachers.

Some of the Highest Percentage of Working Parents in the Nation

The most recent American Community Survey (ACS) shows that 63% of children under the age of 6 have all parents in their household in the labor force. That rate is significantly higher in the Town of Breckenridge with 85% and the Upper Blue as a whole with 77% of all parents in the work force. Given the high percentage of working parents it is not surprising that child care in an important issue for the community.



Play gives children a chance to practice what they are learning - Fred Rogers

Child Care History—2007 Crisis to Solution

In 2007 the Council authorized its first formal Needs Assessment. Then working together the Council Housing and Child Care Committee and the stakeholder taskforce created a roadmap for a public-private partnership that would increase capacity, strengthen the financial position of our schools and assure working families had access to quality affordable child care.

To increase capacity and meet the need indicated by the burgeoning waitlists one of the first actions for the Council committee was to identify a parcel of Town owned land & commence planning for a new school to provide slots for children who were not able to find space in our existing network. We broke ground in the fall of 2007 and conducted RFP process to bring in a qualified operator to run this new school which created 65 new slots and is now known as Timberline Learning Center.

To address the financial challenges our non profit schools had with low tuitions and low salaries we paid off the debts/mortgages at our partner schools. This enabled them to stabilize their budgets and put those dollars that had been going to their mortgages into a capital reserve fund to insure the schools would have the means to maintain their buildings without having to fundraise for new roofs, hvac systems or other large capital expenses.

To address salaries and tuition we created a Tuition Assistance & Salary Supplement Program. This gave an immediate infusion to the schools to raise wages approximately 30% up to \$13.00/hour (2007) with the direction to also raise tuition rates over the next 5 year to cover the true cost of care in order to support those higher more competitive salaries.

In order to assure families could still afford the rising tuition cost we created a Tuition Assistance program for local working families who are cost burdened by their monthly child care bill. This needs based cost sharing program provides relief to families who live and/or work in the Upper Blue and are paying more than 13 – 16% of their gross income on childcare. Our program provides tuition assistance covering the gap between what a family can afford and the full daily tuition rate.

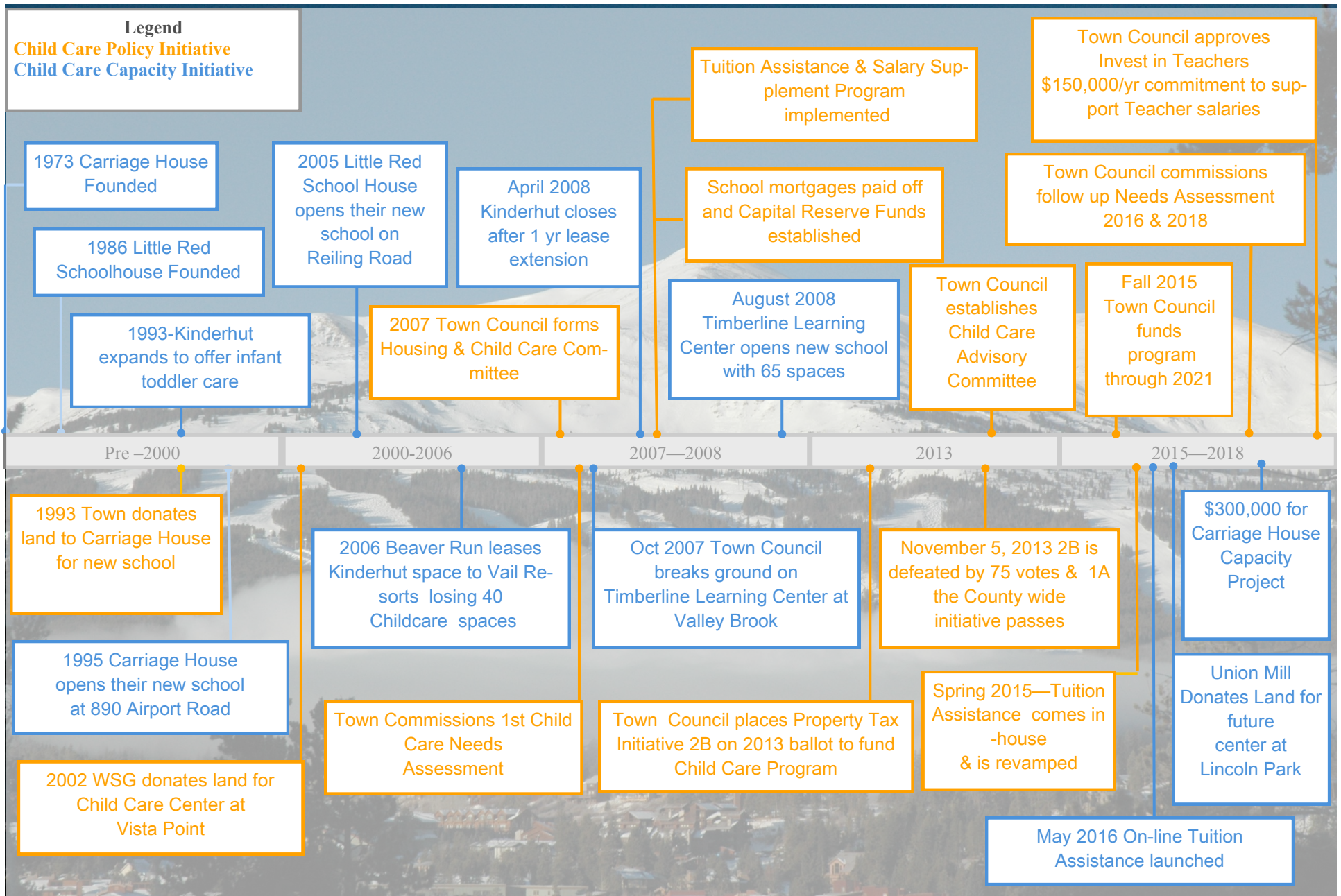
" Salaries, fees and ratios in the early childhood field are so interrelated that to fix one of them is to make the others worse. Any solution must address all three factors of quality/cost/compensation trilemma"

1977 National Childcare Report



Timberline Learning Center

Child Care Program Milestones



Over 10 Years Later - Still challenges and work to do

The work continues with establishment of a Council Advisory Committee in early 2014. This is a group of citizens who are passionate about early care and learning and appointed by the Town Council for terms of 3 years. Their job is to work with staff on policies and provide Town leaders with advice and direction for the program.

Some of their early work included a revamp of our Tuition Assistance Program to address perceived inadequacies. In 2014 - 2015 we implemented new best practices for the processes and protocols around our Tuition Assistance Program. In addition to scrutiny of families applications we implemented asset testing and new requirements for self employed applicants. To determine awards we moved away from individually calculated awards to a sliding scale with separate scales for families who live in town providing 10% more assistance than families that live in the Upper Blue or only work in Town.

In 2016 the Town purchased the building that Breckenridge Montessori is located in and leased it back to them for a term of 5 years. This gives them the breathing room to find and fundraise for a new location and possible expansion over the next three years. The rents collected are returned to the child care fund to help cover any repairs that need to be made to the historic building. (and it's not a bad investment for the Town to own a building on Main St...)

In 2017 the Town created a Board 101 class that was delivered for the Board members of our partner schools so they are prepared for governance and best practices to manage this \$2.5 million dollar local enterprise. We also rolled out EC Cares a partnership with Early Childhood Options and the Summit County Right Start project that offers free unlimited access to the Summit County Care Clinic for Acute Care, Well Care and Behavioral Health for all teachers.

To kick off 2018 the Town commissioned an update of our 2016 Needs Assessment to keep an eye on capacity need and hired APA Consulting to take a deep look at this 10 year old program. The purpose of this study is to compare our program to other models of excellence across the country and then make recommendations on how we can continue to improve the efficacy and impacts of our program.

Keeping up with the Changing Times—Invest in Teachers

Summit County has one of the lowest unemployment rates in the state. Recruiting and retaining qualified teachers continues to be a challenge. While the salaries are higher than the state average of \$13.88/hour, due to the high cost of living in Summit County wages of \$16 per hours are needed for a single person to be self sufficient. In the fall of 2017 the Town Council approved \$150,000 to fund our Invest in Teachers program and increase wages of teachers in the classroom. This fund was divided by Full Time Equivalents at each school and directed to the schools. Starting full time salaries were raised to a minimum of \$15/hour and the remaining funds were dispersed to the teachers who are impacting children's learning in the classroom.



Inaugural Board 101 Class

Partner Schools Now & in the Future

Prior to 2008 we had two non-profit child care facilities; Carriage House & Little Red School House. These two schools provided up to 130 spaces for infants through preschool. These two facilities were unable to meet the needs of the growing population of families in our workforce neighborhoods.

In 2007-2008 based on our Needs Assessment the Town financed and built Timberline Learning Center to add 65 spaces for infants through preschool.

In 2016 the Town purchased the property that houses Breckenridge Montessori then and leased it back to the school for a term of 5 years. The intention was to give them a chance to find a new permanent home to locate their preschool.

In 2018 the Town commissioned a follow up Needs Assessment which identified a wait list of 154 children. This increase indicates an immediate need for additional capacity which we will start addressing with 8 new Toddler Spots at Carriage House. The Child Care Advisory Committee will also look at when to begin planning additional capacity on the land donated as a public benefit for the development of the Lincoln Park at Wellington Neighborhood.



Breckenridge Montessori

Carriage House
Will undergo a
renovation & expansion
adding 8 new Toddler
Spots in 2018

Timberline Learning Center

Future Child
Care Location

Little Red School House

Legend

- Pre 2007 Existing Child Care
- 2008—2018 New Capacity
- Future Child Care Location

Tuition Assistance what is it and how it works

Since 2007, the Town of Breckenridge has provided over \$6.5 million to the Tuition Assistance Program to support local families and workforce. Breckenridge recognized that without access to affordable, quality early childhood care and education, parents could not be part of the vital workforce and contribute to the community

Affordable Tuition & Living Wages

Each spring we offer families the opportunity to apply for Tuition Assistance. This is needs based shared responsibility program where applicants are required to complete an extensive application. They provide appropriate documentation to support the details of their application which includes personal details, a complete listing of jobs and income sources, work schedule, the previous year's taxes, employer verification of income and schedule, assets and liabilities, proof of their child's citizenship and along with paystubs, W-2s and proof of residency in Summit County.

These applications are reviewed by the Child Care Assistance Team. Eligibility and assistance levels are based on gross income, place of residence and the amount of care a family uses. Using these data points they are applied to an established sliding scale which then determines a family's daily co-pay for the child care they use in that month. By using a daily co-pay there are no free days of childcare once a family has met the spending threshold. All families pay a minimum of 13% of their income on care before receiving any assistance.

Because of our Tuition Assistance program and Invest in Teacher our schools have been able to support higher wages for our teachers which in turn leads to retention. With retention and training of teachers we ensure the delivery of high quality programs for our young learners. The majority of our teachers have degrees as well as Early Childhood Education Credentials and make an average of \$16.00/hour. The job comes with few benefits which is an area we are continuing to work on.

Child Care and Affordability Examined

Our program is based on the premise that families should expect to pay between 13—16% of their gross income on Child Care. After reaching that threshold the Town provides assistance to cover the additional costs.

For eligible families receiving Tuition Assistance the average monthly assistance is \$463/Month. The Average Family Co-pay which is the family out of pocket costs for tuition is \$716/Month. On average families use about 3.87 days of care per week.

Tuition Assistance By the Numbers

250 Children in Care at 4 Schools

Infant Toddler Tuition \$75—\$79/Day
Over \$19,500 per year for full time care

Preschool Tuition: \$62 - \$70/Day
Over \$18,200 per year for full time care

60% of the Children eligible for
Tuition Assistance

Average Family Income for
Families with Tuition Assistance = \$86,486
This is just over 90% of the AMI
for a family of 4

35% of Families receiving Tuition
Assistance are considered
low income by HUD

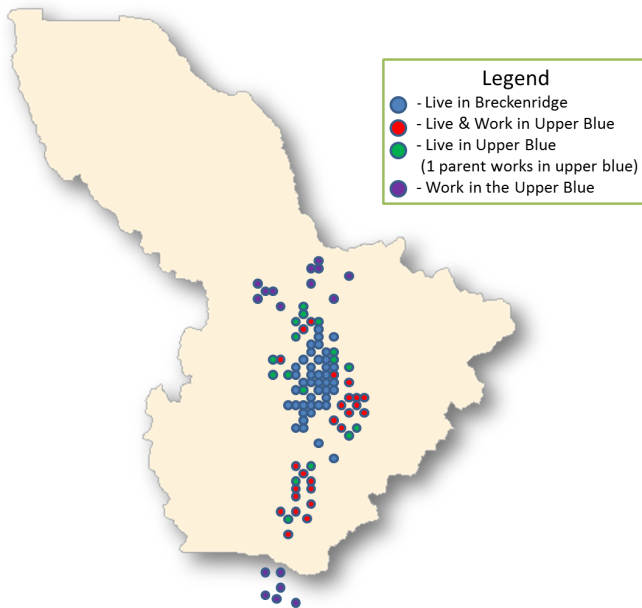


Tuition Assistance

To qualify for Tuition Assistance Families must live and/or work in the Upper Blue Valley. Our new On-line Tuition Assistance Program has enabled the Town to monitor data for a better understanding of the working families we are serving. A surprising fact was that 50% of families receiving Tuition Assistance also live in workforce housing with deed restrictions. Here we take a closer look at where our families work and call home.

Live and Work Stats for Tuition Assistance

Where our families live & work



Summit County—Colorado



- We LIVE in the Town of Breckenridge - 38.39%
- We LIVE & WORK in the Upper Blue Basin - 25.89%
- We LIVE in the Upper Blue Basin outside of Town limits - 8.04%
- We only WORK in the Upper Blue Basin - 27.68%

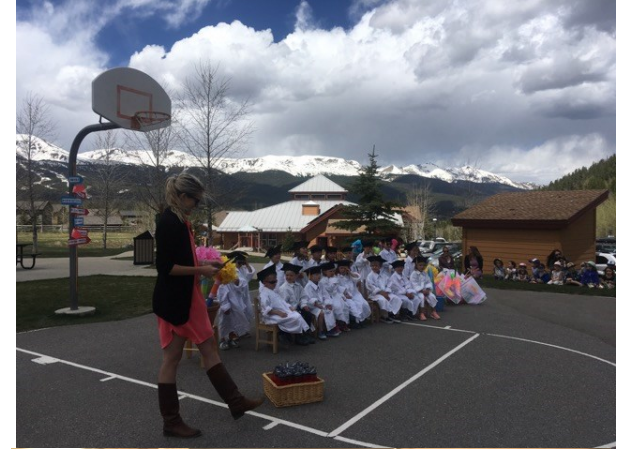
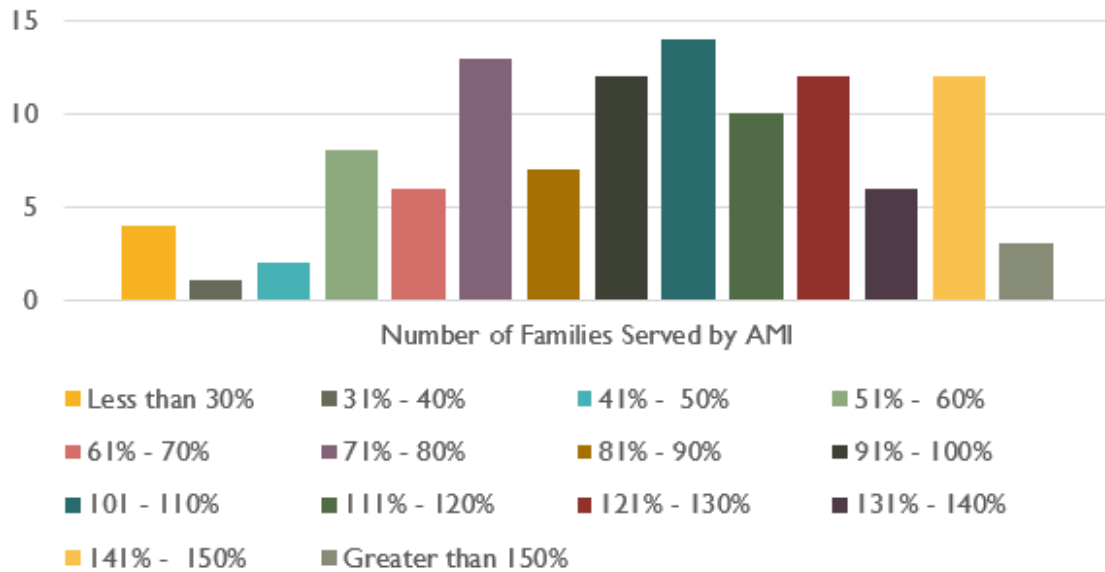
The vast majority (over 72%) of families receiving tuition assistance from the Town of Breckenridge live here in the Upper Blue Valley. We also serve families who are in-commuters from our surrounding communities including Frisco, Dillon, Silverthorne, Summit Cove, unincorporated Summit County and even Park County. These families are a vital part of our community and are essential to our ability to deliver on a world class vacation experience for our guests.

\$90,600.00

Assistance Across Income Levels

According to a study from New America, a public policy institute, the annual cost of child care for children under 4 has now overtaken the cost of in-state college tuition. Our program is set up to help families across income levels up to 150% of the AMI and assure they are not paying more than 16% of their gross income on child care. On average our families have been living here for over 10 years, making a substantial investment in the community, participating in local events, volunteering for our non-profits and schools and making Breckenridge the place it is today. For the Town of Breckenridge this program helps to preserve and retain our workforce during these important years.

of Families Served By AMI 2017-2018



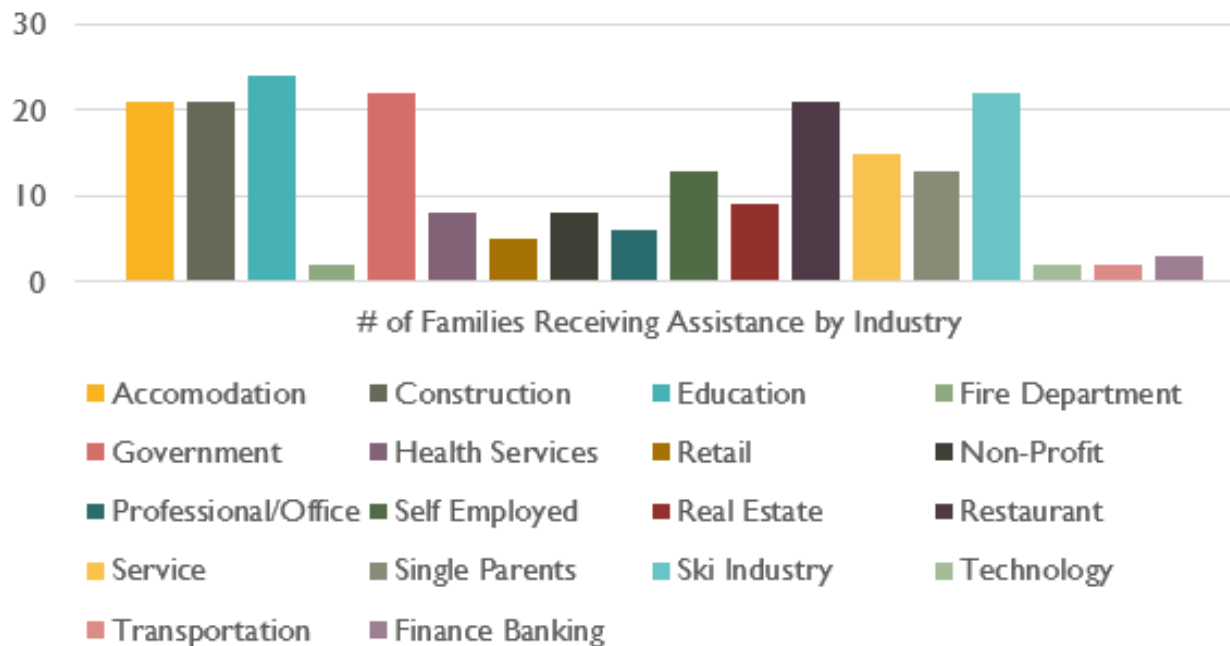
What does AMI mean?

AMI is Area Median Income which is an index that HUD calculates annually using local wage and income data. A family of 4 at 100% of the AMI makes \$.90600 A family of 4 at 150% of the AMI makes \$135,900. With annual preschool costs of over \$18,500 for one child in full time care it is not surprising that this may be a breaking point for local working families trying to make it here in Summit County.

It's a Workforce Program too!

In addition to being an important resource for families this program is vital for our local businesses. In 2017 – 2018 Tuition Assistance cycle alone over 143 unique businesses will have employees that are receive assistance so they can afford to go to work. Virtually all business sectors are impacted by our program with the largest recipients being ski area, lodging, restaurants, government, education and construction.

Tuition Assistance by Industry



Wait lists are growing—An Essential Service in Short Supply

As part of our 2018 Update to the Child Care Needs Assessment we compared the wait list from 2016 to 2018. In this growth economy people are optimistic about the future and having babies . In 2016 we had 32 children on waitlists in 2018 we have over 154 unduplicated children across our 4 partner schools. 86% of the children on lists need infant and toddler care which are the most sought after slots. IN 2018 the Town is partnering with the Carriage House providing a grant of \$300,000 to expand and renovate the facility and provide 8 more toddler spots.



*Play turns out to be so stunningly essential to childhood,
It's like love, sunshine, and broccoli all juiced together.
- Lenore Skenazy*

For more information please visit www.TownofBreckenridge.com



TOWN OF BRECKENRIDGE
COMMUNITY DEVELOPMENT